



THE CITADEL

THE MILITARY COLLEGE OF SOUTH CAROLINA



FY 2016: THE YEAR IN REVIEW

ANNUAL STRATEGIC PLANNING AND PERFORMANCE DASHBOARD REPORT

TABLE OF CONTENTS

INTRODUCTION	3
EXECUTIVE SUMMARY: FY 2016 PERFORMANCE AT A GLANCE	6
LOOKING AHEAD: FY 2017 AND BEYOND	12
FY 2016 LINES OF EFFORT (LOEs) ADVANCEMENT	15
LOE 1 CITADEL ETHOS	16
LOE 2 SHAPING THE EXTERNAL ENVIRONMENT	25
LOE 3 COMMUNICATIONS	29
LOE 4 ADVANCEMENT AND DEVELOPMENT OF INFRASTRUCTURE	34
LOE 5 COMPLIANCE AND RISK ASSESSMENT/MITIGATION	38
LOE 6 TEAMWORK FOR VISION, STRATEGY, POLICY & GOVERNANCE	42

MISSION STATEMENT

The Citadel's mission is to educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.



CORE VALUES

INTRODUCTION

Over the past few years, The Citadel College has established a **robust, end-to-end strategic planning and performance program** which directly ties its vision and mission to its daily operational activities and educational ethos positioning the College to complete its six year Strategic Plan. This end-to-end program begins with the College's Mission and is upheld by its Core Values.

HONOR

includes adherence to the Honor Code of The Citadel. A cadet “will not lie, cheat or steal, nor tolerate those who do.” The commitment to honor extends beyond the gates of the Citadel and is a life-long obligation to moral and ethical behavior. In addition, honor includes integrity—“doing the right thing when no one is watching.” Finally, honorable behavior includes exercising the moral courage to “do the right thing when everyone is watching.” The Honor Code is the foundation of our academic enterprise.

DUTY

means to accept and accomplish the responsibilities assigned to me. At the Citadel, my primary duty is to perform academically and then to perform as a member of the Corps of Cadets and the campus community. I accept the consequences associated with my performance and actions. Once I have held myself accountable for my actions, then I will hold others accountable for their actions. Finally, duty means that others can depend on me to complete my assignments and to assist them with their assignments. Duty is also a call to serve others before self.

RESPECT

means to treat other people with dignity and worth—the way you want others to treat you. Respect for others eliminates any form of prejudice, discrimination or harassment (including but not limited to rank, position, age, race, color, gender, sexual orientation, national origin, religion or physical attributes). In addition, respect for others means to respect the positions of those in authority which include faculty, staff, administrators, active duty personnel and the leadership of the Corps of Cadets. Finally, respect includes a healthy respect for oneself.





The Citadel's LEAD Strategic Plan: More than simply a document, this six-year commitment to ensure the strong future of the Citadel, serves as the College's map that all members of the College community can follow to realize strategic growth and innovation. The name of this plan draws from the core mission of the College, spotlighting the Citadel's strong reputation for Leadership Excellence and Academic Distinction. The LEAD Plan consists of 8 Strategic Initiatives (SIs), supported by 31 Objectives and 109 Actions.

The 6 Lines of Effort (LOEs): To ensure daily operational implementation, the Citadel's Board of Visitors (BOV) and executive leaders have created six Lines of Effort that integrate strategic planning into the daily ethos of campus life. These Lines of Effort are comprised of the 8 Strategic Initiatives and each line of effort has a corresponding BOV and Vice Presidential representative.

The Strategic Financial Plan (SFP): Established to provide a cohesive strategy for fiscally managing, funding and sustaining the LEAD Strategic Plan 2018.

The Annual Performance Plan (APP): Established to provide incremental progress of the LEAD plan Objectives, each of the six VP Divisional Areas drafts a 12-month operational plan to advance the Board-approved initiatives.

The Strategic Planning Dashboard: This reporting tool provides insights in real-time as to the status of LOEs, SIs and APPs. The ongoing performance and financial funding tracking in the Dashboard allows for cyclical reporting and briefings to key stakeholders in order to inform decision making in a timely fashion and allow for adjustments as necessary.

END-TO-END STRATEGIC PLANNING & PERFORMANCE PROGRAM

MISSION STATEMENT

To educate and develop students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment.

CORE VALUES

HONOR

includes adherence to the Honor Code of The Citadel. A cadet “will not lie, cheat or steal, nor tolerate those who do.”

DUTY

means to accept and accomplish the responsibilities assigned to me.

RESPECT

means to treat other people with dignity and worth—the way you want others to treat you.

LEAD STRATEGIC PLAN 2012-2018

Comprised of 8 Strategic Initiatives

STRATEGIC INITIATIVE 1
Develop principled leaders in a globalized environment.
(5 Objectives)

STRATEGIC INITIATIVE 2
Enhance the learning environment.
(2 Objectives)

STRATEGIC INITIATIVE 3
Strengthen the college through institutional advancement.
(4 Objectives)

STRATEGIC INITIATIVE 4
Develop the student population.
(4 Objectives)

STRATEGIC INITIATIVE 5
Enhance the facilities and technological support for the campus.
(8 Objectives)

STRATEGIC INITIATIVE 6
Improve institutional effectiveness.
(3 Objectives)

STRATEGIC INITIATIVE 7
Ensure the college has the leadership and talent to accomplish these strategic initiatives.
(3 Objectives)

STRATEGIC INITIATIVE 8
Provide outreach to the region and serve as a resource in its economic development.
(2 Objectives)

Feeding Into 6 LINES OF EFFORT (LOES)*



LOE 1

Citadel Ethos



LOE 2

Shaping the External Environment



LOE 3

Communications



LOE 4

Advancement and Development



LOE 5

Compliance and Risk Assessment/Mitigation



LOE 6

Teamwork for Vision, Strategy, Policy & Governance

** Each LOE has a corresponding Board of Visitors (BOV) and Vice Presidential Representative*

Supported and Advanced by 7 VP INSTITUTIONAL DIVISIONS



Commandant of Cadets



Director of Athletics



Provost



SVP for Operations & Administration



VP for Finance & Business



VP of Institutional Advancement



VP for Communications & Marketing

Who Advance the LEAD Plan Through Their ANNUAL PERFORMANCE PLANS (APPs) (12 months)

Tracked and Monitored by
THE CITADEL'S STRATEGIC
PLANNING DASHBOARD

Progress Periodically Reviewed in
BOV QUARTERLY MEETINGS

Performance Reported Annually in
THE YEAR IN REVIEW REPORT

EXECUTIVE SUMMARY: FY 2016 PERFORMANCE AT A GLANCE



FY 2016 marked a year of significant operational advancements and planning developments within the Citadel's strategic planning and performance culture. The College completed its year-long refresh of the LEAD Strategic Plan in Q1 in the fall of 2015 and its impact was absorbed into the current performance tracking and assessment process. At the completion of FY 2016, the mid-point of its 2012-2018 LEAD Strategic Plan, the core message is one of "on target progress" while continuing to press forward toward the College's desired end state.



Ranked #1: During FY 2016, the Citadel received notable recognition by earning three #1 rankings from U.S. News and World Report — one of them for the sixth consecutive year. The news and information publisher's 2017 rankings were released Sept. 13, 2016 and the Citadel was named the **#1 Public College in the South** for the sixth time, as well as the **#1 Best Value in the South (public colleges)** and the **#1 for Veterans in the South (public colleges)**.



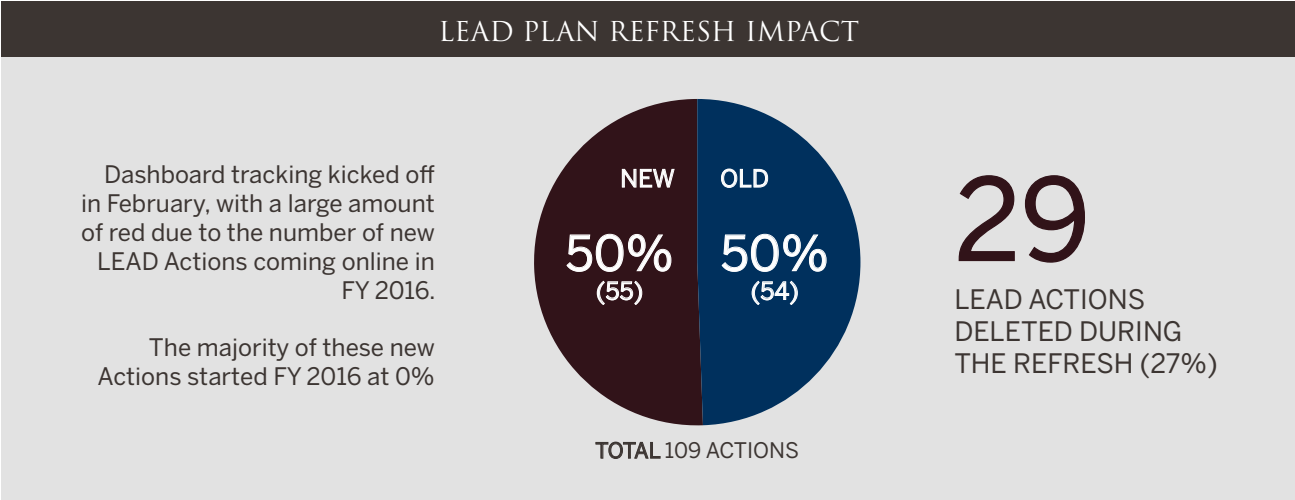


Table 1

Significant Updates from the LEAD Plan Refresh: As a best practice, the College embarked on an important journey to plan, shape and position the Citadel’s future success by evaluating the relevancy and position of the LEAD plan during its midpoint. During 2014-2015, the Citadel conducted a campus-wide planning process that engaged faculty, staff and students in a discussion of the institution’s strategic goals and future vision. Utilizing a framework for campus-wide participation, this process integrated innovative new ideas and capitalized on new opportunities. This refresh process also provided the opportunity for the institution to remove strategic planning actions already accomplished and items that were no longer relevant.

Upon completing the year-long strategic plan refresh, the Citadel reassessed its current position in relation to completing the LEAD Plan by 2018. While maintaining all the original Lines of Effort, Strategic Initiatives and Objectives; the LEAD refresh replaced 50% of its original Actions with new activities. Thus, the first quarter of FY 2016 was devoted to assessing the impact of the refresh, rebuilding the LOE-VP-SI relationships and identifying responsibilities across the institution. In terms of FY 2016 reporting, the majority of these new Actions started at 0% (red) in the Strategic Planning Dashboard.

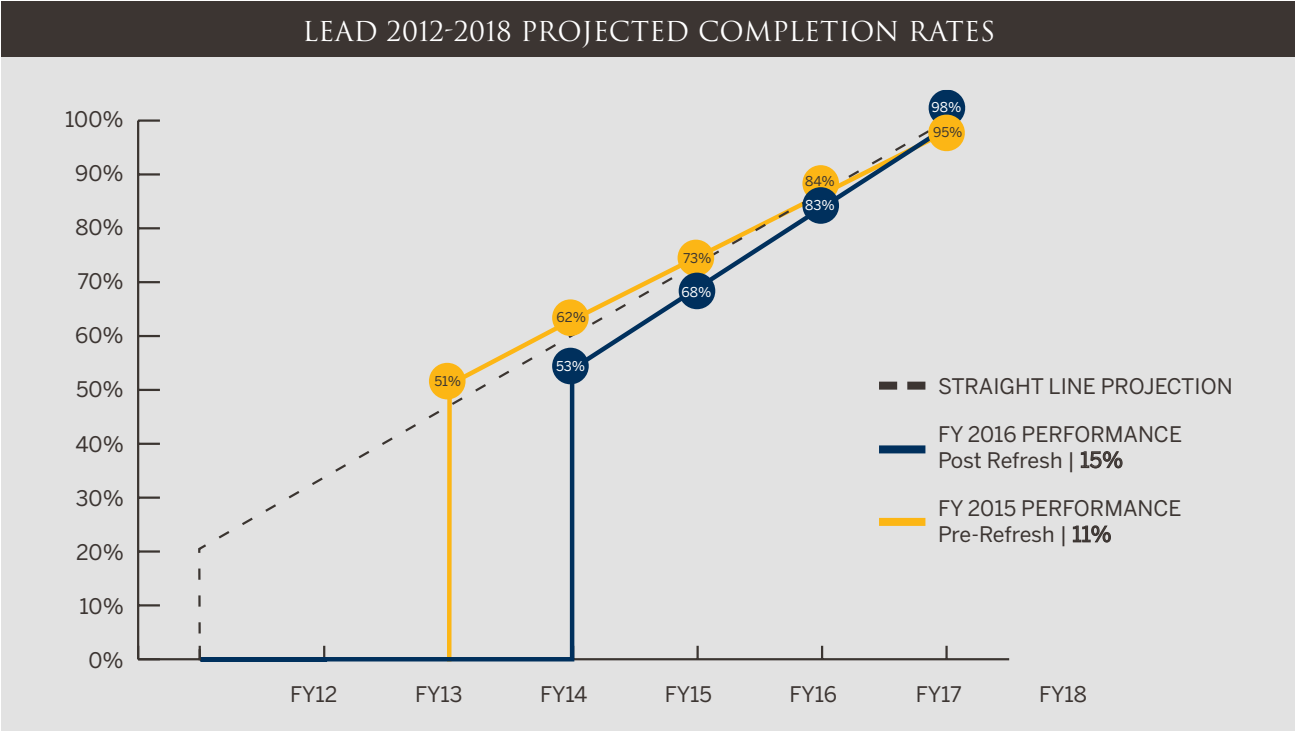


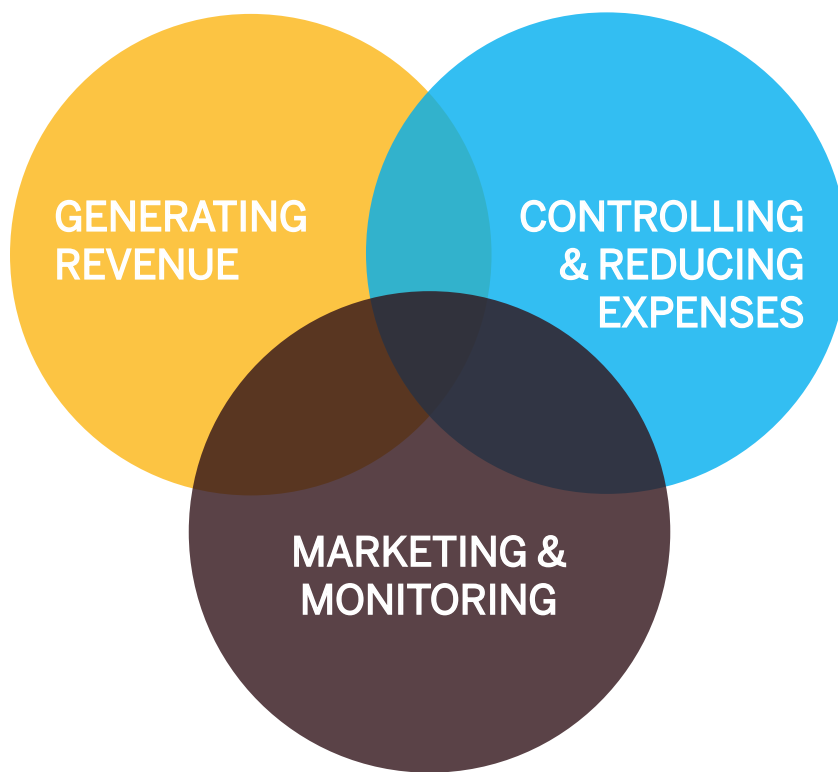
Table 2

If the Citadel continues to advance at the same rate in the final two years of the LEAD Plan (FY 2017-18), the College should reach a 98% completion score.

DESPITE THE
IMPACT OF THE
LEAD REFRESH,
FY 2016
PERFORMANCE
**EXCEEDED
EXPECTATIONS**
WITH A 15%
GROWTH RATE.

FY 2016 Performance Exceeds Expectations: Despite starting FY 2016 with a large amount of new content in the LEAD plan, The College advanced impressively during the year to remain “on target” toward the FY 2018 LEAD end point. The year-round dashboard tracking of progress, performance and funding indicated that the Citadel advanced the LEAD plan at an average rate of 15% — outperforming the pre-refresh rate of 11%. Additionally, when comparing the rate to a straight-line projection over 5 years, the College was “on target” with that of other strategic plan best practices. Therefore, if the College continues at the same rate during the last two years of the LEAD plan, it should reach a projected 98% completion rate at the end of FY 2018.





◀ The Strategic Financial Plan aims to solve the funding challenge using three primary strategies: Generating Revenue, Controlling and Reducing Expenses and Marketing and Monitoring Performance.

Development of a Coordinated Strategic Financial Plan to Support LEAD: Another key highlight in FY 2016 was the development of the College’s first Strategic Financial Plan (SFP) which introduced a cohesive strategy to fund the Citadel’s LEAD plan in a constrained fiscal environment. Recognizing that the analysis of the higher education sector identified a consistent message — that the current financial model is not sustainable — the College set out to answer the need for a viable strategic financial strategy. Building upon numerous references within the LEAD plan such as, “Increase the financial independence of the Citadel Athletics Program,” the SFP outlines the strategy and actions necessary to generate additional revenue in initiatives such as Athletics while controlling expenses. The Strategic Financial Plan aims to solve the funding challenge using three primary strategies: Generating Revenue, Controlling and Reducing Expenses and Marketing and Monitoring Performance. The format of the SFP frames the financial goals, targets and actions required to meet the LEAD Actions and Objectives with items that are specific, measurable, achievable, realistic and time-based.

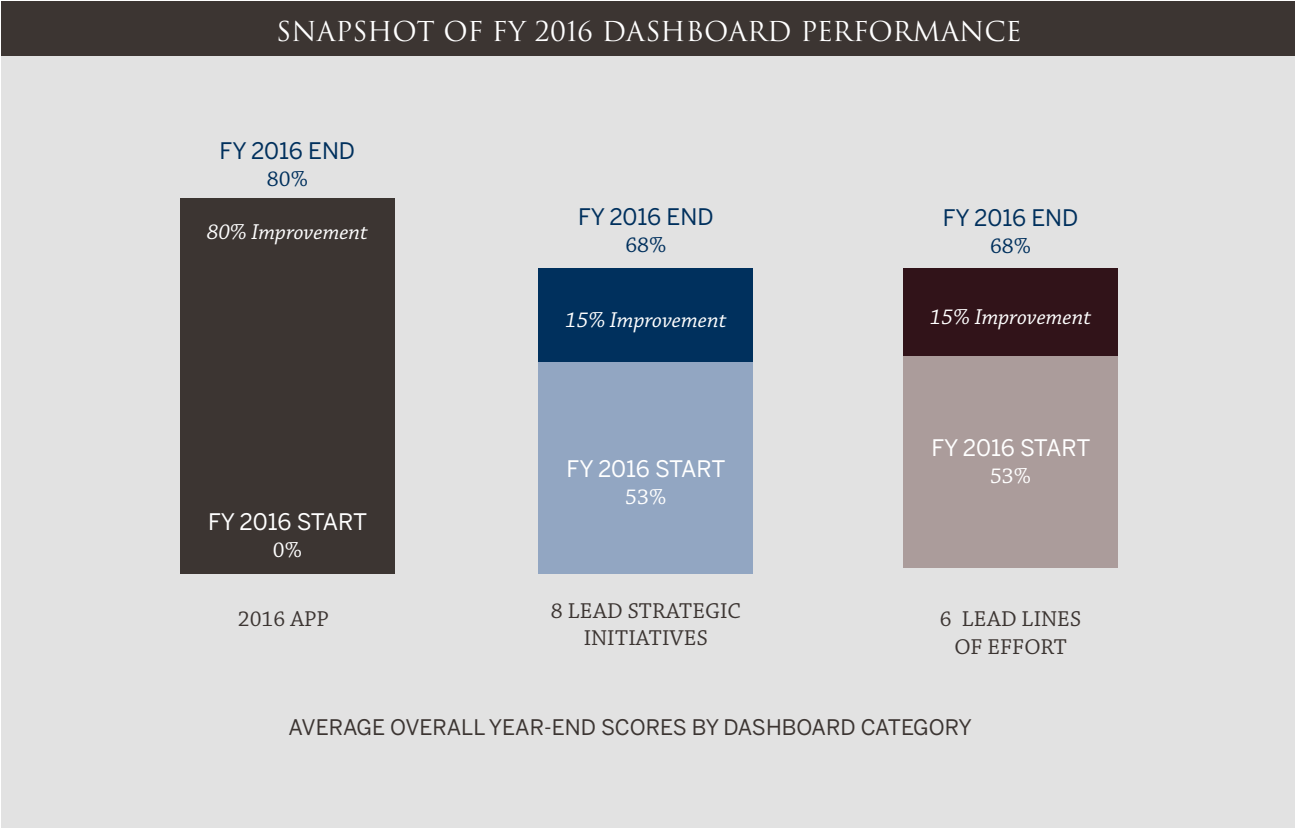


Table 3

Dashboard Performance Tracking: At year end, the average APP completion rate among all VP Areas was **80%**¹. This completion rate translated to the advancement of the LEAD plan by **15%**² in FY 2016 (moving from a starting score of 53% to 68% by year’s end). The VP Areas’ APP completion rate also translated to the improvement of LOEs by **15%**³ in FY 2016 (moving from a starting score of 53% to 68% by year’s end). (Table 3)

¹80% is the average completion rate from the 6 VP Areas’ APPs.

²15% is the average improvement from the 8 Strategic Initiatives. Individually, each SI experienced a slightly higher or lower score than the average. For detailed scores by each SI, refer to the Scorecard at the end of this document.

³15% is the average improvement from the 6 Lines of Effort. Individually, each LOE experienced a slightly higher or lower score than the average. For detailed scores by each LOE, refer to the Scorecard at the end of this document.

		PERCENTAGE IMPROVED
OBJECTIVE 1.5	Integrate career planning into the campus culture	62%
OBJECTIVE 5.8	Enhance the technology workforce	50%
OBJECTIVE 1.1	Enhance and integrate The Citadel's Leader Development Model	46%
OBJECTIVE 1.4	Promote school-wide participation in service learning and civic engagement	34%
OBJECTIVE 8.1	Enhance institutional outreach and economic development activities	34%
OBJECTIVE 5.4	Decrease campus-wide deferred maintenance	30%
OBJECTIVE 4.4	Expand student diversity and sustain an enrollment of 2,135 in the Corps of Cadets	28%
OBJECTIVE 4.2	Enhance the non-cadet student experience by transforming the delivery of student services	27%
OBJECTIVE 5.6	Transform campus technology resources	25%
OBJECTIVE 3.4	Expand regional and national promotion of The Citadel brand	22%
OBJECTIVE 5.5	Enhance The Citadel Information System	22%
OBJECTIVE 3.2	Increase the financial independence of The Citadel Athletics Program	21%
OBJECTIVE 4.1	Expand enrollment in The Citadel Graduate College	21%
OBJECTIVE 2.1	Enhance student retention	20%
OBJECTIVE 8.2	Expand partnerships with business and community organizations	18%

These Objectives will continue to improve in FY 2017 and beyond until they reach completion.

Table 4

According to the College's Strategic Planning and Performance Dashboard, the **greatest areas of advancement** made in FY 2016 were seen in Objective 1.5 and Objective 5.8. The table below lists all Objectives which tracked a 15% improvement or higher in the Dashboard this year. (Table 4)





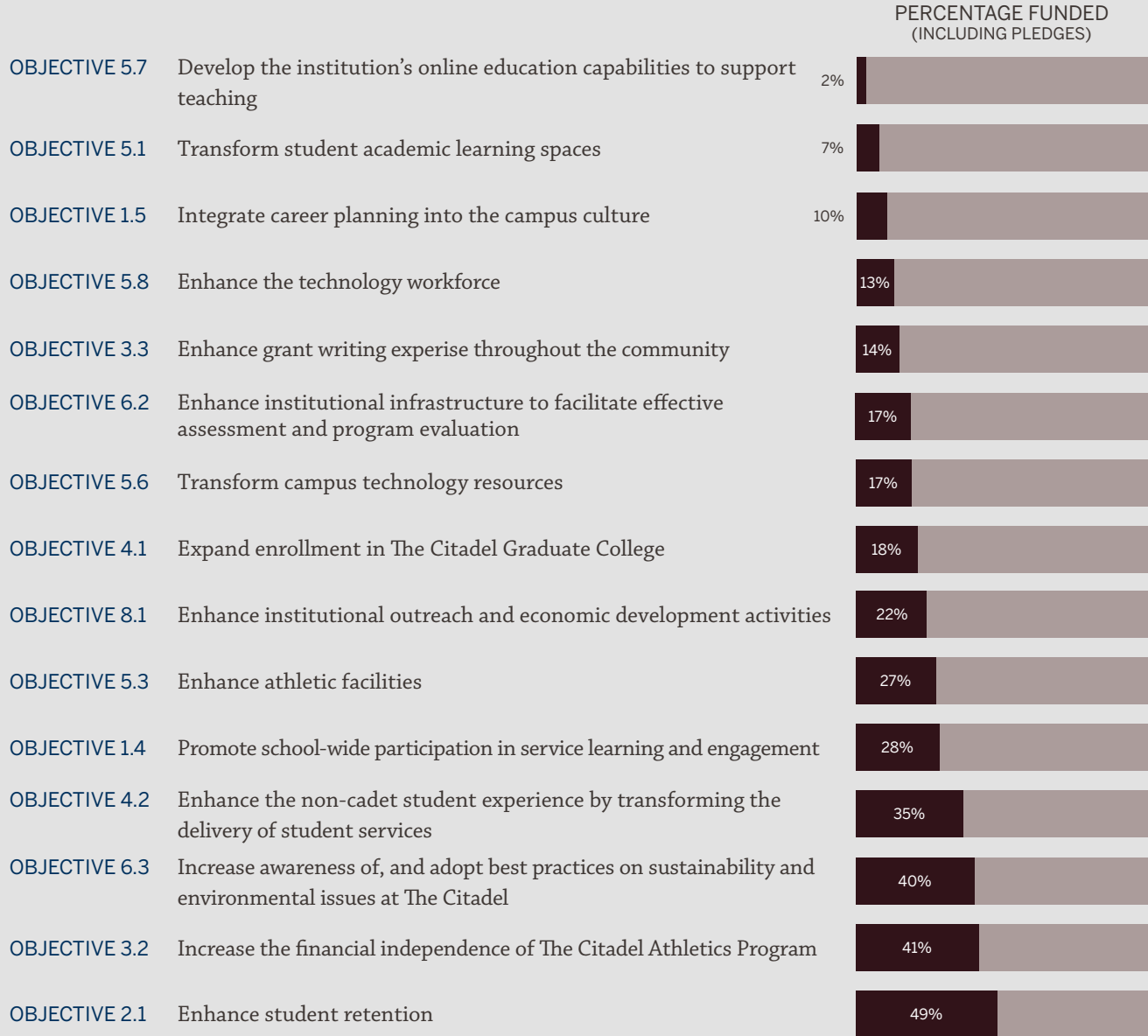
LOOKING AHEAD: FY 2017 AND BEYOND

FY 2017 marks the beginning of the last two years of the LEAD Strategic Plan. To ensure advancement of our desired end point in FY 2018, the Citadel has employed a robust system of tracking, monitoring and adjusting performance to remain “on target.” There are several important focuses in FY 2017 which include:

- Implementing the Strategic Financial Plan (SFP),
- Promoting and Expanding Diversity,
- Managing and Mitigating Risks and
- Fundraising for LEAD Success.



HIGHEST FUNDING NEED - LESS THAN 50% FUNDED (*by LEAD Objectives*)



Includes all pledges through FY 2016.

Table 5

In the realm of fundraising, consideration is being given to the LEAD areas with the **greatest opportunity for funding**. At the end of FY 2016, the following LEAD Objectives illustrated the highest funding need (those funded 50% or less). (*Table 5*)





In the fall of FY 2016 (November), the Citadel Foundation announced its \$175 million *Foundation for Leadership* funding campaign. This is the “public phase” of the most ambitious fundraising effort the College has ever undertaken. The objective of the *Foundation for Leadership* campaign is to raise \$175 million by 2018, which is when The Citadel will celebrate its 175th anniversary. More than \$125 million has been secured during the silent phase of *Foundation for Leadership*, which began in 2012.

The *Foundation for Leadership* campaign focuses on five priority areas deemed vital for enhancing the College and ensuring its continued success: leadership development, academic excellence, athletics, facilities and strategic growth. Enhancing these priorities will help establish and secure The Citadel’s reputation as the preeminent College of principled leadership in the nation.

LEADER DEVELOPMENT

Funds raised through the campaign will be designated for five specific purposes. Of the total raised, \$8 million will be used to strengthen the College’s leader development program. These funds will enhance the cadet experience through a College-wide focus on service learning and civic engagement while expanding leadership programs conducted through the offices of the Commandant and Provost and The Krause Center for Leadership and Ethics.

ACADEMIC EXCELLENCE

The campaign will also secure \$25 million to enhance the College’s faculty and academic programs, establishing programs of distinction in each of the five academic schools and the Daniel Library. Contributions to improve academic excellence will underwrite The Citadel’s small class sizes, academic support services, student summer research programs and the dedicated faculty of experts in their field who serve as mentors in the classroom.

ATHLETICS

The campaign also aims to raise \$25 million to support The Citadel’s athletics programs and increase financial independence. Gifts will enhance the College’s ability to recruit talented cadet-athletes through scholarships, facility improvements, team excellence funds and ongoing operational support.

FACILITIES

The renewal and improvement of campus facilities for student and faculty use would be supported by \$30 million of the overall campaign amount. These funds will enable the construction of a new building, Bastin Hall, to house the School of Business. Contributions will also provide the private support needed to rebuild and expand Capers Hall, one of the most frequently used academic buildings on campus.

STRATEGIC GROWTH

Finally, the campaign will secure \$22 million for strategic growth initiatives identified in the LEAD Plan 2018, as well as unrestricted support for current operating expenses. Unrestricted gifts through The Citadel Foundation and the Brigadier Foundation provide the resources and flexibility to meet the College’s changing needs while sustaining and enhancing the excellence of a Citadel education throughout the campaign period. The *Foundation for Leadership* campaign will also count up to \$65 million in estate gifts toward the overall \$175 million goal.





FY 2016 LINES OF EFFORT (LOEs) ADVANCEMENT

To ensure daily operational implementation, the Citadel's Board of Visitors (BOV) and executive leaders have created six Lines of Effort that integrate strategic planning into the daily ethos of campus life. These six Lines of Effort are comprised of the LEAD's 8 Strategic Initiatives and are supported by various Vice Presidential Areas. Throughout the year, progress is tracked in the Citadel's Strategic Planning Dashboard and the BOV reviews the advancement of each LOE during their quarterly meetings. The following summaries provide annual highlights of each LOE advancement in FY 2016.



LOE 1 | CITADEL ETHOS

SUPPORTED BY VP AREAS:

Commandant of Cadets | Director of Athletics | Provost | VP for Communications & Marketing
VP for Finance & Business | SVP for Operations & Administration

COMPRISED OF **5** STRATEGIC INITIATIVES (SIs):

SI 1 | SI 2 | SI 4 | SI 5 | SI 6



EXPANDED PROGRAMS OF ACADEMIC DISTINCTION

Citadel Ethos was reinforced in FY 2016 through a wide range of efforts to promote the development of leaders within the faculty, staff and student populations. Beginning with the **expansion of academic programs of distinction to elevate institutional prominence**⁴, the Citadel gained full approval from the South Carolina Commission on Higher Education (CHE) for the Master of Science (M.S.) in Civil Engineering, the M.S. in Electrical Engineering, the M.S. in Mechanical Engineering, the Master of Arts (M.A.) in Intelligence and Security Studies and the M.A. in International Politics.

These approvals have enabled the **School of Engineering**, America's fifth oldest engineering school, to more than double the graduate programs it offers. Additionally, recently **transformed academic learning spaces** have provided the School of Engineering with the **new educational facilities**⁵ to accommodate large-scale projects and upgraded labs — all complementing a 2014 undergraduate program expansion. At a ribbon-cutting on campus November 7th, the Dean of the Citadel School of Engineering announced the three new graduate degrees and 10 new graduate certificates, as he officially opened a new fabrication shop plus five upgraded lab classrooms. The existing lab classrooms in the School of Engineering's Grimsley and LeTellier Halls were recently upgraded with new equipment. Additionally, an autoclave, necessary to process parts and materials requiring exposure to elevated pressure and temperatures, will be purchased with a \$250,000 gift through the Citadel Foundation. Citadel engineering graduates are leaders in their field across the Lowcountry and across the nation, with 100 percent of the College's engineering graduates employed before or within two months of receiving their degrees. The Citadel School of Engineering is ranked consistently among the top 25 undergraduate engineering programs in the nation for institutions where the highest degree is a master's degree.

During FY 2016, the College also completed and submitted the proposal for the **B.S. in Nursing** to the South Carolina Council for Higher Education (CHE). At the time of this publication, the Citadel had received provisional approval from the South Carolina Board of Nursing and has begun accepting applications for its new Swain Department of Nursing program. The program will consist of both an evening classroom program and a full, four-year cadet day program. The school will offer the Lowcountry's first evening nursing program.

To promote **summer educational opportunities**⁶, the Citadel designed two new summer domestic travel programs, the Citadel in NYC and DC, and expanded summer online courses to revitalize summer programs. The domestic programs in DC and NYC leverage interdisciplinary seminars designed to engage students in a deep understanding of the intersection of business, culture and politics. Students partner with faculty to explore landmarks and historic sites. Instructors offer a variety of perspectives and disciplines, incorporating concepts of ethics, leadership and critical thinking.

⁴ LEAD Objective 2.2

⁵ LEAD Objective 5.1

⁶ LEAD Objective 1.5



TRANSFORMED LEARNING SPACES

Other advancements in plans to **transform academic learning spaces**⁷ included developing a new funding strategy for the design and construction of a new **Capers Hall** in 2016. By the end of FY 2016, approximately 10% of the project design had been obtained. The College is currently seeking to secure state approval to proceed to Phase II in FY 2017. The building houses classrooms, offices and other areas for English, History, Modern Languages, Political Science, Education and Psychology. Most of the Citadel Graduate College (CGC) classes are held in Capers Hall.

To address the need for a **new School of Business building**, the College developed a private funding strategy in FY 2016 to design and construct the new School of Business. The school is currently housed in Bond Hall, one of the first buildings constructed when the College moved from Marion Square to its current campus on the banks of the Ashley River. Bond Hall was built in 1922 and has maintained its present footprint since 1939. The new facility, **Bastin Hall**, will enable the School of Business to meet the needs of future entrepreneurs and business leaders by providing innovating facilities that supplement academic coursework with practical, experiential learning. In addition to providing numerous new multi-functional classrooms, conference rooms and faculty offices; the building will feature a student success center dedicated to ensuring the long-term development of Citadel cadets and graduate students as they prepare to launch their business careers. At the time of this publication, the College received a \$6 million funding gift from an alumnus in September, 2016.

RECEIVED NATIONAL ACADEMIC RECOGNITION

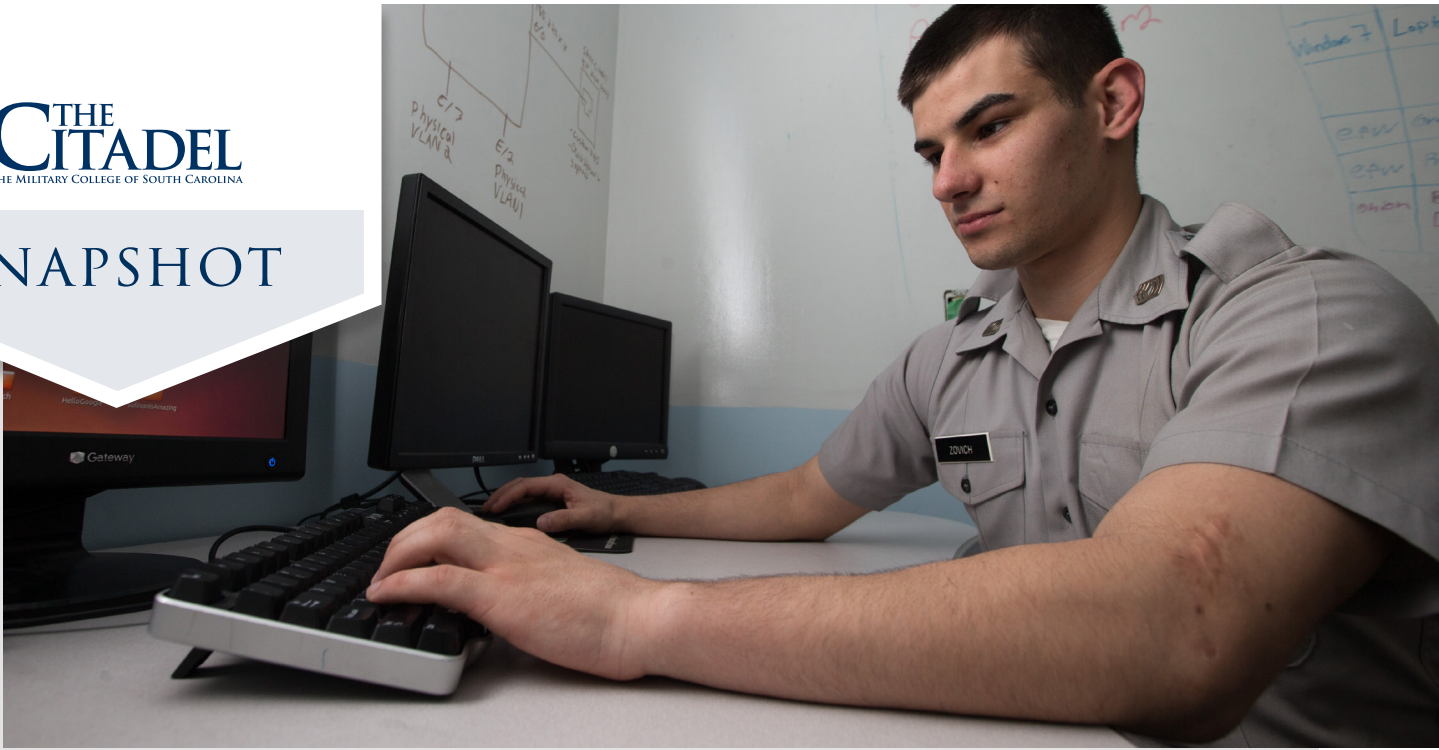
On June 8, 2016 at the 8th Annual National Cyber Summit in Huntsville, Alabama; the National Security Agency (NSA) — one of the world's most highly regarded intelligence and security agencies—named the Citadel a **National Center of Academic Excellence in Cyber Defense Education (CAE- CDE)**. The designation makes the Citadel the second only College in the state of South Carolina to earn the recognition. The prestigious classification from the NSA and the Department of Homeland Security (DHS) gives emphasis to the Citadel's credibility in evolving technology field.

As a leader in cybersecurity education, the Citadel can apply for funds from the NSA and DHS in the form of scholarships, curricular and faculty development awards. Under the CAE-CDE designation, students studying cyber defense at the College will be eligible to apply for scholarships and grants through the Department of Defense Information Assurance Scholarship program and the Federal Cyber Service scholarship program. In addition to being named a CAE-CDE, the Citadel has been **awarded a GenCyber Grant from the NSA and National Science Foundation**. The grant of \$99,038 is being used to conduct a summer workshop on cybersecurity for middle and high school teachers on the Citadel's campus.

⁷LEAD Objective 5.1



SNAPSHOT



Citadel cadet and president of the school's Cybersecurity Club, Anthony Zovich works in the school's cybersecurity computer lab.

NSA LAUDS THE CITADEL FOR CYBERSECURITY TRAINING

As a computer science intern at the Department of Homeland Security this spring, Citadel junior cadet Anthony Zovich said he helped make a little tweak that solved a big problem. “When I got there, they had an external firewall, but if someone on the inside wanted to do some damage, then they could find thousands of policemen and women’s security numbers and addresses,” said Zovich, who is president of the school’s Cybersecurity Club.

Zovich’s solution—a new internal login system that he said is now in use at the department—is the sort of work the Citadel was hoping to produce when the school introduced its undergraduate minor in cybersecurity.

Now the public military College’s fledgling cybersecurity program is getting a big boost of credibility. The Citadel recently earned designation from the National Security Agency as a National Center of Academic Excellence in Cyber Defense, becoming the second College in the state to earn the mark after the University of South Carolina.

Provost Connie Book said the new laurel will be important as Citadel graduates seek jobs, not just in military and government, but also in areas like health care and business.

“For us, having this new designation is critically important for our future,” Book said. “It speaks to the unique proposition of a military college in modern day, when so many of the services of our defense system are contracted out to key companies.”

Shankar Banik, an associate professor in the Citadel’s math department, said the NSA designation will give students a leg up when they enter the job market. Citadel students will also be eligible to apply for scholarships through the Department of Defense Information Assurance Scholarship Program and the Federal Cyber Service Scholarship for Service Program.

“It highlights our program. Students graduating from our program will have more opportunities when they go for jobs within the military and industry,” Banik said.

The NSA website currently lists 124 colleges and universities as National Centers of Academic Excellence in Cyber Defense. The University of South Carolina previously earned an NSA designation for information assurance education from 2010 to 2015.

Reproduced from an article by Paul Bowers at <http://www.citadel.edu/root/nsa-cybersecurity-post-and-courier>.



DEVELOPED A PERMANENT STAFFING PLAN

The **Krause Center for Leadership and Ethics**⁸ also experienced significant improvements through the development of a consolidated staffing plan for Full Time Equivalents (FTEs) to support the Center's operations and accomplish the mission of refining and implementing the four-year Leadership Development Program. The staffing plan included the Curriculum Coordinators for service learning/civic engagement and was approved for funding in FY 2016.

INTEGRATED CAREER PLANNING INTO THE CAMPUS CULTURE

In order to prepare the College's graduates for a successful career post-graduation (whether in military service or industry), a key priority of the LEAD plan refresh was to **prioritize career planning and preparation**⁹. This was advanced in FY 2016 by hiring a Career Communications Coordinator to enhance employment opportunities for cadets and CGC students. Additionally, resumes were implemented into the LDRS 101 portion of the E-Leadership Portfolio. The career education laboratory was renovated and 18 new computers for career development, planning and preparation were added. In terms of staffing, the Citadel created a new Internship Coordinator position to develop and support the College's internship program, as well as, redesigned other career services positions to align with the career center goals and enhance student placement outcomes. Finally, plans to launch an internship pilot program was developed in FY 2016 and will be expanded in FY 2017.

⁸LEAD Objective 1.2

⁹LEAD Objective 1.5

SNAPSHOT

CITADEL CADETS SELECTED FOR AIRPORT MANAGEMENT SUMMER INTERNSHIP

Two rising seniors from the Citadel participated in the Charleston County Aviation Charleston International Airport Authority's 2016 Summer Airport Management Internship.

Tyus Carter of Birmingham, Ala., and Devan Washington of Summerville, began work at Charleston International Airport on May 31st.

This was the Aviation Authority internship program's second year and was designed to give students from diverse cultural and socioeconomic backgrounds the opportunity for hands-on experience in airport operations and management. It also furthers the Aviation Authority's commitment to cultivating and recruiting a diverse workforce through community and educational outreach.

"During the 10-week internship, students spend time in each department to learn how each contributes to the overall operation of the airport," said Sharon McGhee, director of community relations and creator of the internship program. "After a two-week orientation with all the departments that comprise the Aviation Authority, the cadets will be assigned to one department for the remainder of their time with us."

At the time of the internship, Carter had just completed his junior year at the Citadel where he was a defensive back on the Bulldog football team. An accounting major with a minor in Information Systems, Carter is a squad leader and a volunteer with the Boyz to Gentlemen Summit and the Share Project where he mentors elementary students on the value of heroism and benefits of public service.



Washington is a graduate of Summerville High School. A rising senior and accounting major, he is a member of the International Managerial Accounting Association. He has been on the Dean's List and held rank as Platoon Sergeant, Squad Sergeant and Squad Corporal. Washington is an aviation buff. He hopes to serve in the U.S. Air Force and become a Forensic Accountant.

Reproduced from an article provided by the Charleston County Aviation Authority at <http://www.citadel.edu/root/citadel-cadets-selected-for-airport-management-summer-internship>



DEVELOPED A COHESIVE STRATEGIC FINANCIAL PLAN

In order to address the growing constraints of a limited higher education funding environment and manage the cohesive revenue inputs across the College, the VP for Finance and Business led the efforts to **draft and publish the Citadel's first Strategic Financial Plan (SFP)**.¹⁰ This plan coordinates the business activities of all the VP areas across the College and provides specific strategies toward a FY 2018 financial roadmap in support of achieving LEAD 2018. The plan provides a structure for cost savings, incremental revenues and budgetary strategy across the College to align and sustain the financial future of the College. This first-of-its kind document has already created synergies in FY 2016 and will continue through FY 2018.

REVIEWED OPTIONS FOR EXPANDING ONLINE EDUCATION CAPABILITIES¹¹

During FY 2016, the Citadel engaged in many partnership conversations with potential online education providers to determine the best way to leverage the online platform. Staff also traveled to several organizational headquarters of vendors to evaluate quality of services. Upon these fact-finding trips, it was determined to be more financially effective for the College to enter into the marketplace on its own. Therefore, SARA was approved April 1, 2016 and licensing is underway to operate in 37 states.

¹⁰ LEAD Objective 5.2 and 5.4

¹¹ LEAD Objective 5.7

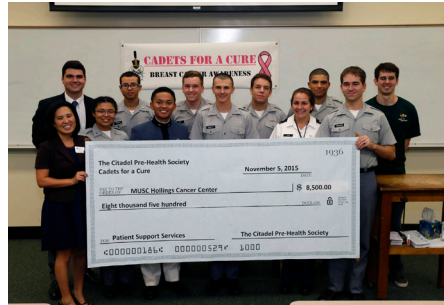
PROMOTED SERVICE LEARNING AND CIVIC ENGAGEMENT

As part of its mission to develop principled leaders, the Citadel's LEAD plan prioritizes service learning and civic responsibility as part of its leadership development curriculum. During FY 2016, LEAD activities toward this initiative were advanced by 34%. The College's cadets, faculty, leaders and staff worked together through various causes to **promote school-wide participation in service learning and civic engagement**¹² and maintain active partnerships with 36 community organizations in the Lowcountry, including students in Title I schools where test scores are critically low and poverty is high. Some examples include:



PARTNERED WITH CHARLESTON HOPE

For the second year in a row, cadets from the Citadel worked to make holidays brighter for more than 300 children in the Lowcountry. Through a partnership with Charleston Hope – a National Holiday Hope 501(c) 3 non-profit organization founded by a College of Charleston student, cadets at the Citadel founded their own club two years ago. Supporters of Charleston Hope adopt a classroom and provide a Christmas gift to each student in the class at local Title I schools. Many of the children in these schools come from economically challenged families. In FY 2016, the Citadel cadets' club adopted 20 classrooms and delivered gifts to 360 children.



RAISED \$8,500 FOR THE KOMEN FOUNDATION

Cadets for a Cure partnered with the local chapter of the Komen Foundation and MUSC Hollings Cancer Center to support breast cancer. The cadets were members of the Citadel Pre-Health Society, which prepares cadets for medical, dental, or other health-related advanced studies and professions. In FY 2016, the cadets spent months raising funds through various means such as freshman movie nights, volunteering at the Race for the Cure and selling raffle tickets and t-shirts.



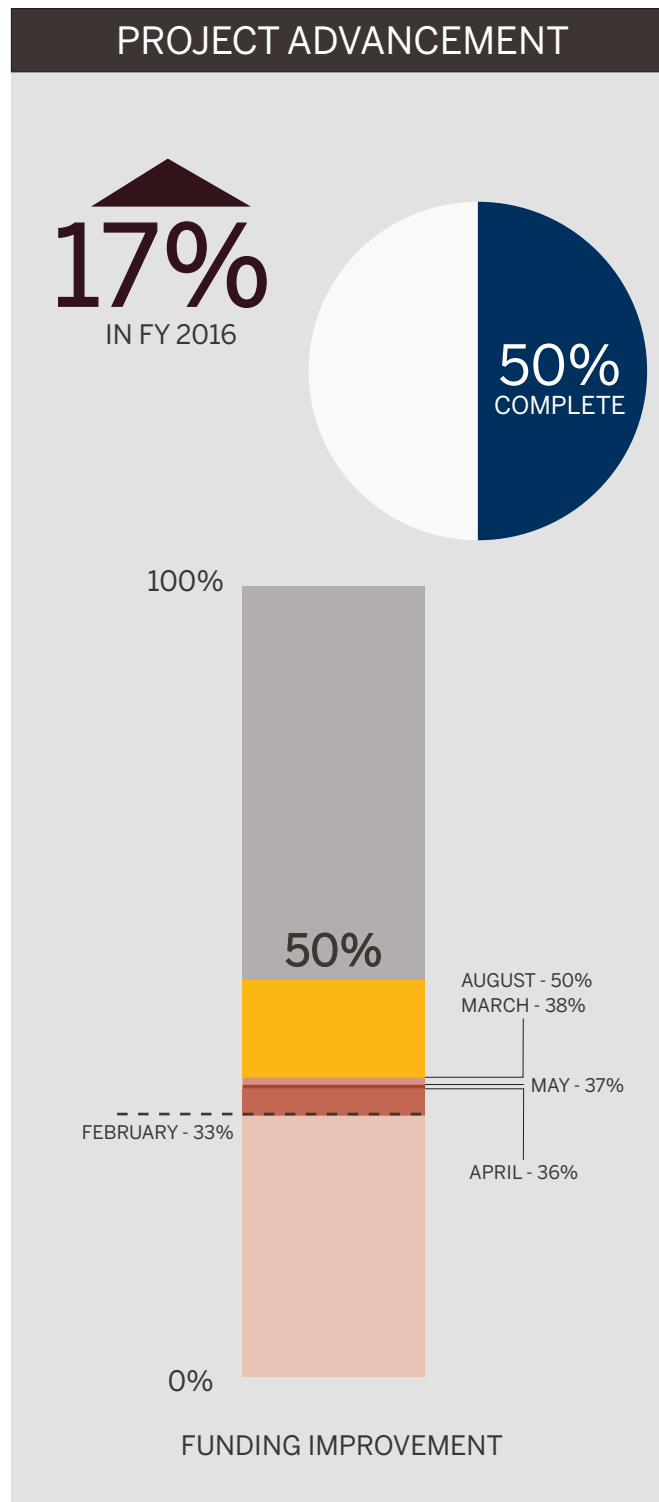
PROVIDED 8,000 SERVICE HOURS THROUGH LEADERSHIP DAY 2015

Cadets are required to participate in Leadership Day, an annual event during which members of the Corps provide more than 8,000 hours and an estimated \$185,000 worth of volunteer service to community partners. On this one day alone, the entire South Carolina Corps of Cadets was solely dedicated to service learning and ethics education. The annual event is one part of a cadet's four years of required leadership development - but it is a favorite for cadets, their professors and for the community agencies they serve. As a result, the Citadel has been recognized as one of the most civic-minded colleges in America with the Carnegie Foundation's Community Engagement Classification. Only about 2 percent of schools in the U.S. have earned this distinction.

¹² LEAD Objective 1.4



LOE 1: *Develop and enhance a Citadel Ethos among faculty, staff and student populations that supports the education and development of principled leaders.*





LOE 2 | SHAPING THE EXTERNAL ENVIRONMENT

SUPPORTED BY VP AREAS:

Provost | VP for Communications & Marketing | SVP for Operations & Administration

COMPRISED OF **1** STRATEGIC INITIATIVE (SI):

SI 8





EXPANDED PARTNERSHIPS WITH COMMUNITY BUSINESSES AND ORGANIZATIONS

Utilized Effective Marketing and Branding to Influence and Shape External

Constituencies: In FY 2016, the Citadel updated and targeted its website to serve both as an informational hub and an effective recruiting tool. Emphasis was placed on targeting the local community through streamlining communication messages across multiple platforms, engaging stakeholders in relevant content and translating traffic into viable relationships and customers. Efforts were also made to increase media placements among external constituencies to ensure exposure of the College in relevant markets and messages.

Held Bi-monthly Meetings with Provosts of Area Colleges: Advancements were made in FY 2016 to strengthen collaborative relationships in support of the new LEAD refresh **Action, 8.1.1b — Expand the School of Business Administration’s efforts in entrepreneurship and technology transfer in partnership with the Medical University of South Carolina (MUSC)**. To accomplish this, the College leveraged marketing, branding and collaboration efforts with MUSC to expand the School of Business Administration’s efforts toward entrepreneurship and technology transfer partnerships with MUSC and other area colleges. Additionally, the College ensured they maintained ongoing representation on the Charleston Regional Development Alliance (CRDA) to **Enhance Institutional Outreach and Economic Development Activities**¹³.

¹³ LEAD Objective 8.1 and 8.2

SNAPSHOT



THE CITADEL DIRECTORS' INSTITUTE BRINGS CHICK-FIL-A CEO DAN CATHY TO SOUTH CAROLINA BUSINESS LEADERS

In a room filled to capacity with business leaders from around South Carolina the Chairman and CEO of Chick-fil-A, Dan Cathy, discussed the role of governance and family in the fast-food chain. Cathy was one of two keynote speakers at the 2016 Citadel Directors' Institute held in late April at the Francis Marion Hotel in Charleston.

"Harmony in the family business has always been important," Cathy noted. "It was always our practice to keep wrestling with a problem until we came to a consensus. The ultimate goal was to preserve the family unity."

The brand the Cathys strived to create is also based on family. Cathy said the company gets 20,000 applications a year from franchise wannabes, but only 75 or so are granted. "We are creating an oasis-kind of experience for our customers where we treat them with honor, duty, respect," Cathy said, citing the Citadel's core values. "We want them to know that we really care about them as people. It's the idea of being a good steward, and genuine hospitality and local ownership is a meaningful part of the brand." Cathy's nephew Luke graduated from the Citadel in 2014.

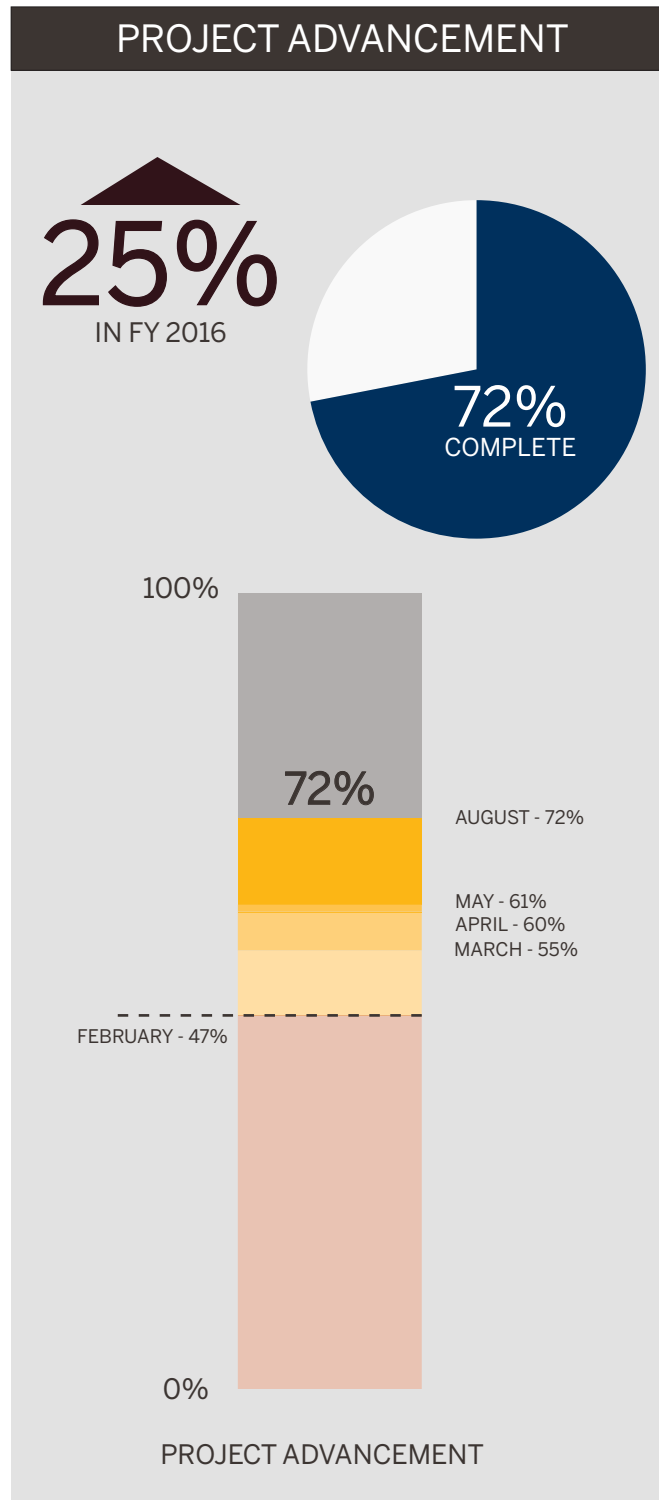


Now in its seventh year, the Citadel Directors' Institute is a one-day workshop sponsored by the School of Business to connect some of the country's leading experts to discuss current and emerging issues as well as strategic planning, risk and board governance. The event, which was limited to 75 participants, promotes partnerships with the South Carolina business community and is another venue toward achieving the LEAD plan objectives.

Reproduced from an article by Jennifer Wallace at <http://www.citadel.edu/root/the-citadel-directors-institute-brings-chick-fil-a-ceo-dan-cathy-to-south-carolina-business-leaders>.



LOE 2: *Seek opportunities to influence and shape external constituencies to accept and support The Citadel's unique vision, strategy and policies.*





LOE 3 | COMMUNICATIONS

SUPPORTED BY VP AREAS:

VP for Communications & Marketing | SVP for Operations & Administration

VP for Finance & Business

COMPRISED OF **1** STRATEGIC INITIATIVE (SI):

SI 3





WEB-BASED REQUESTS

5%
IN FY 2016
FROM 2,116 TO 2,222

UPDATED THE CITADEL'S WEBSITE TO FUNCTION AS A RESPONSIVE AND INFORMATIONAL RECRUITING TOOL

Significant effort was dedicated to the web branding of the Citadel in FY 2016. The College redesigned and relaunched the citadel.edu homepage and web navigation to engage stakeholders and promote the College's academics to a diverse student population. An improved section marketing to non-traditional students, such as those interested in the Citadel Institute for Professional (CIPS) program, was established. The College also developed and launched a virtual campus tour to support out-of-state cadet recruiting. The VP for Communications and Marketing collaborated with Deans to create specialized "right sidebars" for the webpage to enhance programmatic recruiting. These improvements increased web-based requests for information by 5% over the previous FY (from 2,116 to 2,222).

EXPANDED REGIONAL AND NATIONAL PROMOTION OF THE CITADEL BRAND¹⁴

All academic school-based marketing plans were pre-approved by the College's Deans and implemented in FY 2016 to promote their respective programs. Additionally, the College partnered with vendors to explore new technologies and unique, emerging advertising opportunities. In order to quantify the marketing efforts, the College established and utilized advertising tracking mechanisms to analyze campaign results and optimize return on investment. Local partnerships were strengthened as the Citadel created new and nurtured existing regional relationships with marketing teams at partner institutions (technical colleges, Lowcountry Graduate Center, etc.) to generate marketing synergies.

¹⁴ LEAD Objective 3.4

SNAPSHOT



GOOGLE'S 'STORM THE CITADEL' EVENT SEES RECORD PARTICIPATION

A record number of teams across South Carolina attended the Sixth Annual "Storm the Citadel Trebuchet Competition". The event has grown significantly since 2011 when a dozen teams competed. On Feb. 13, 2016, more than 100 teams and 700 competitors arrived in the Lowcountry joining what became about 3,000 people either participating in the events or cheering from the sidelines. This year's event featured teams from across the Lowcountry and several teams visiting from Richland, Sumter, Darlington and York counties, as well as a team from Clemson University.

Each year, teams of K-12, college students and corporate adult teams gather on Summerall Field to launch their trebuchets. The medieval devices are judged for accuracy, distance, spirit and design. Co-hosted and co-founded by Google and the Citadel's School of Engineering, the event reinforces the importance of science technology, engineering and mathematics (STEM) education.

"This event creates a smart, family oriented and fun filled learning environment around STEM education," said Google's Jeff Stevenson, a Citadel graduate who founded the event. "STEM education is crucial in today's job



market. We are working to ensure that South Carolina students are prepared to meet the growing needs of tech-based companies, and Storm the Citadel is a great way to encourage students to learn and develop their skills."

Storm the Citadel 2016 was the largest of several STEM events to take place at the Citadel during the College's National Engineers Week. The Citadel Physics Department provides free workshops to help teams prepare. Events such as these support the LEAD Objective of expanding and promoting the Citadel brand nationally and regionally.

Reproduced from an article at <http://www.citadel.edu/root/storm-citadel-google-trebuchet-2016>.

INCREASED EARNED MEDIA PLACEMENTS TO PROMOTE BRAND RECOGNITION

FY 2016 was a year of increased earned media placements (locally, regionally and nationally) by 10% over the prior FY (from 2,247 to 2,471). The College received several national accolades and rankings including being named by U.S. News and World Report as the “No. 1 Public College in the South for the 5th Consecutive Year”, “#3 Best College for Veterans in the South” and several other accolades. Two full scale PR campaigns in support of marketing initiatives were developed and launched in FY 2016, as well as modernizing the website “newsroom” to increase media use and reach. Live media was enhanced to connect with stakeholders through the development of a video streaming platform connecting the associated audience to brand events and activities in real time. During FY 2016, the Citadel also hosted 50+ media representatives on campus for various events, promotions and interviews with faculty experts. Special programs were produced through two national, multimedia web releases, including one focused on veterans and one focused on promoting women and minority interests. Finally, the marketing team raised up and developed a team of in-house cadet writers to assist in publishing articles of note.

TOP RANKINGS AND ACCOLADES



U.S. News and World Report, in the South:

- **No. 1 Public Regional University**, seventh consecutive year (2012-2017).
- **No. 1 “Best Value” public college** in the South and 3rd overall in the South.
- **No. 1 Best Public College for Veterans** in the South and 3rd overall in the South.
- **No. 13 Undergraduate Engineering Program** (at schools without a doctoral program).

Voted the **No. 1 “Best Value College”** in South Carolina by *Forbes’* magazine’s 2016 rankings.

Recognized as one of the **most civic-minded colleges in America** with Carnegie Foundation’s Community Engagement Classification. *Only about 2 percent of schools have earned this distinction.*

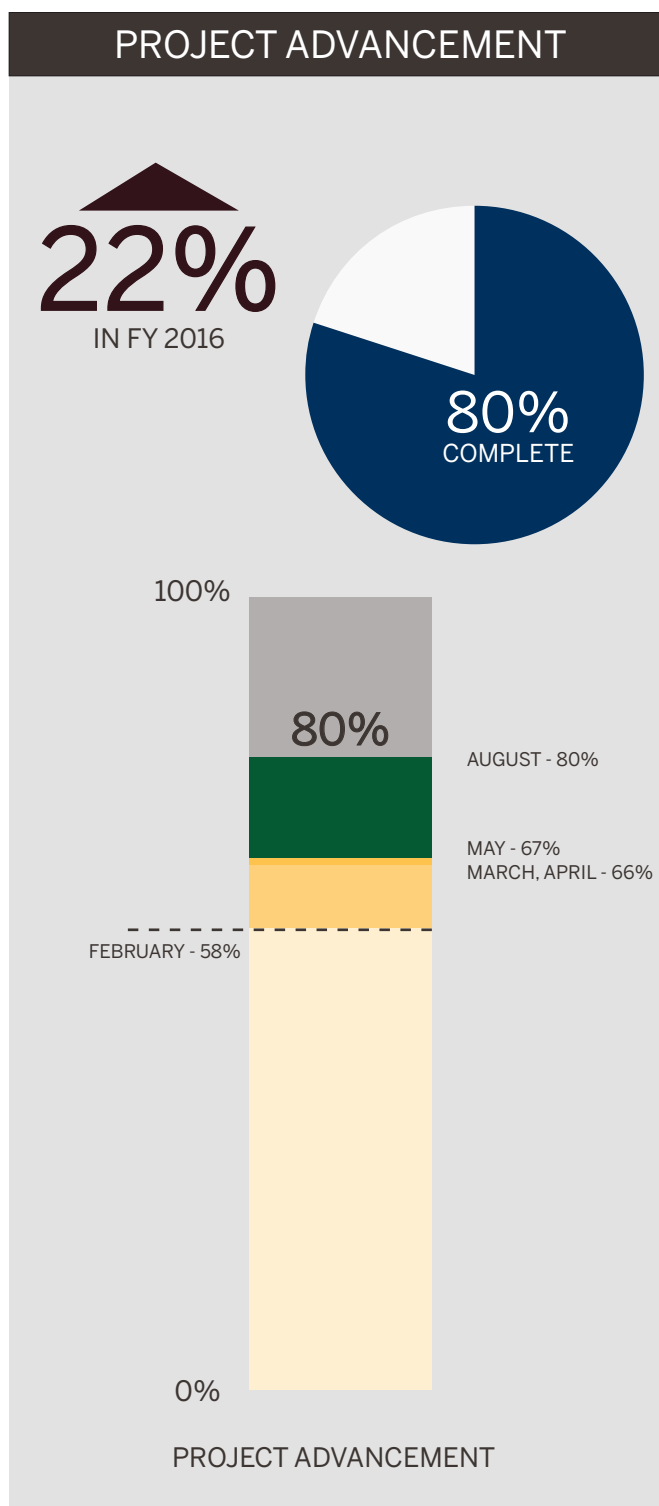
Voted the **No. 1 Best Value** in South Carolina by *Money Magazine’s* 2015-2016 rankings.

EXPANDED SOCIAL MEDIA PLACEMENTS TO MEET THE GROWING NEED OF 24-HOUR CONTENT

With the expansion of social media, the College was able to increase its social media placements by 10% over the prior FY through the implementation of a widget on the College’s website, as well as on other vendors’ websites. Through these efforts, the Citadel focused on generating content of interest to prospective students which included profiling cadets, faculty, staff and alumni. The information gathered was used to cross-share viral content from other pages to increase social media traffic and followers. The College also created engagement-based content such as “What do YOU think” and other open-ended questions to interact with its audience. Locally, the marketing team created and distributed social media promotion cards for campus events to grow followers and audience.



LOE 3: *Communicate and demonstrate the benefits of The Citadel experience to local, state, regional, national and international communities.*





LOE 4 | ADVANCEMENT AND DEVELOPMENT OF INFRASTRUCTURE

SUPPORTED BY VP AREAS:

Director of Athletics | Provost | VP for Finance & Business | SVP for Operations & Administration

COMPRISED OF **1** STRATEGIC INITIATIVE (SI):

SI 3



\$1,232,417 CASH
+ \$315,516 PLEDGES
\$1,547,933 IN FY 2016

INCREASED
 THE MEMORIAL FUND
 ENDOWMENT

BRIGADIER FOUNDATION TALENT DRIVE

7 NEW 5-STAR
BRIGADIER
FOUNDATION
MEMBERS



1,608 NEW MEMBERS

INCREASED
 BRIGADIER FOUNDATION
 MEMBERSHIP

ADVANCED ATHLETICS FUNDRAISING ACTIVITIES¹⁵

Another of FY 2016's success stories is the advancement of **LEAD Objective 3.2** whose aim is to **increase the financial independence of the Citadel Athletics Program**.¹⁶ These efforts have improved by increasing the Memorial Fund Endowment by \$1,232,417 in cash and \$315,516 in pledges for a total of \$1,547,933. Additionally, the Brigadier Foundation Membership has expanded through the Trident Drive by 1,608 new members. Athletics has also secured 7 new 5-Star Brigadier Foundation Members and developed a prospect pool of 30+ for Athletic Enhancement Initiative (AEI) solicitation. In the area of corporate sponsors, a pipeline of 250 potential corporate sponsors was developed and cultivated for solicitation. This included presenting a total of 40 proposals for new partnerships.

EXPANDED THE GRANTS WRITING EXPERTISE WITHIN THE CAMPUS¹⁷

During the last two years, a **Grants Office Division** was established and new personnel were hired. However, the College experienced some setbacks due to turnover. Additionally, financial constraints prohibited sending staff offsite to grant training workshops. In FY 2015, the Provost and CGC formed an innovative solution by sponsoring an on-site, in-depth grant writing workshop for the Citadel faculty and staff. The success of this venture was validated by the fact that the workshop was filled to capacity. In FY 2016, the Citadel was once again able to ensure the Grants Office was staffed and running in support of expanding the grant writing expertise within the College. As a result, the College was awarded **\$912,803 in grants with \$1.495 million still pending**. The Citadel is currently developing plans to establish benchmarked goals for working with grants and other externally funded opportunities.

¹⁵ LEAD Objective 3.1

¹⁶ LEAD Objective 3.2

¹⁷ LEAD Objective 3.3



SNAPSHOT



FROM ADVANCING CHINESE STUDIES TO TAKING FITNESS TO NEIGHBORHOOD CHILDREN

At any given time there are dozens of grant-funded projects underway at the Citadel supporting research, innovation and leadership opportunities for cadets and students. The grants are awarded to the Citadel, faculty, cadets and students by private foundations and government entities through highly competitive processes.

“At the Citadel there are many research and educational opportunities that are collaboratively funded through grants. These opportunities can enrich the College experience for cadets, and the graduate school experience for students, as they become directly involved in working beside a professor, developing new technologies or affecting change,” said Leigh Lipscomb, Director of Grants for The Citadel Foundation. “It’s exciting that the College has more than doubled the number of grants earned over the past decade thanks to the work of our distinguished faculty, combined with the addition of a fulltime grant writer at the Citadel.”

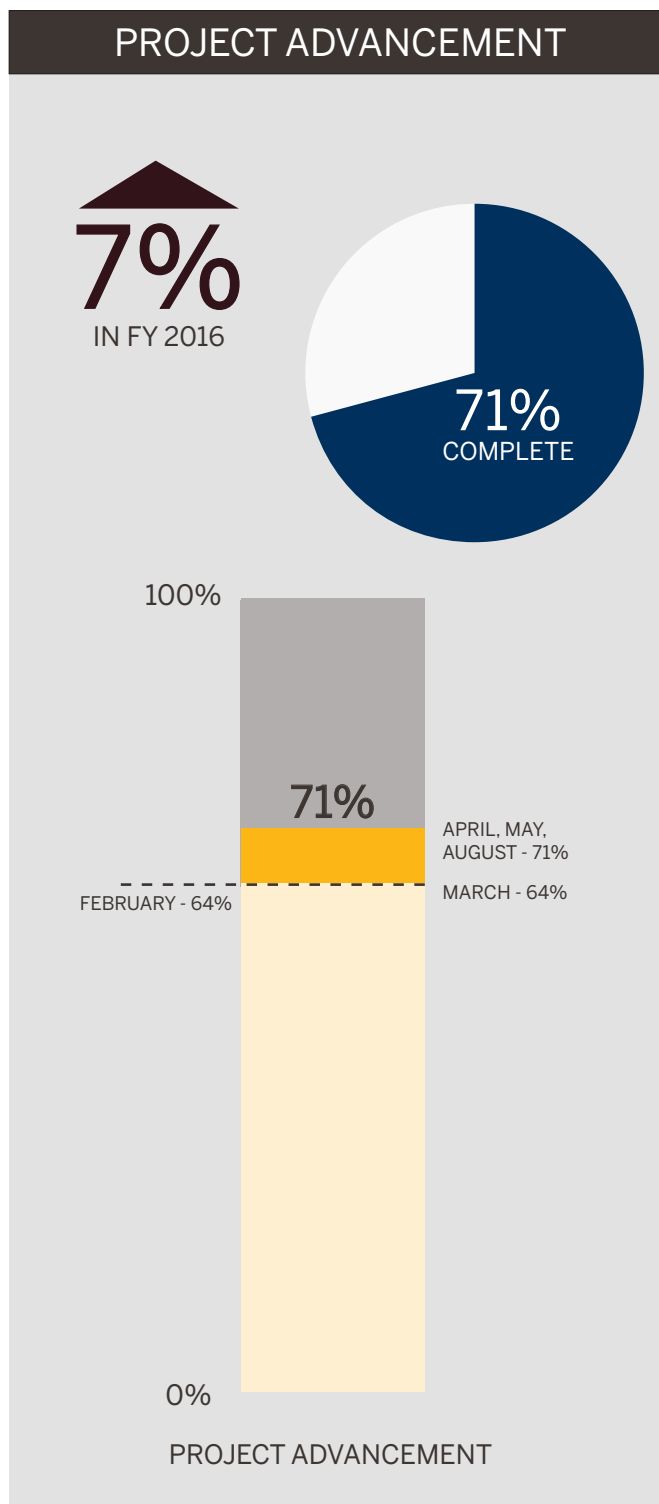
Examples of the College’s 2015-16 grant funded projects include:

- Advancing Proficiency in Chinese Language, Literature and Culture (\$325,000)
- A Sustainable Design Framework for Developing and Accessing Engineering Students’ Cognitive Flexibility (\$298,000)
- Charleston Promise Neighborhood (\$20,224)
- Drilled Pier Design Guide and Research (\$18,000)
- Palmetto Academy Undergraduate Research in Physics (\$17,993)
- Asset Management Engineering Research (\$15,000)
- Lindera Melissifolia Research (\$14,382)
- Wave Dissipation System (\$11,000)
- Cross-Slope Verification Research (\$10,625)
- Bystanders to Reduce Sexual Assault and Dating Abuse (\$10,000)
- Latino American-500 Years of History (\$10,000)

Reproduced from an article at <http://www.citadel.edu/root/grant-fall-2015>.



LOE 4: Create a dynamic advancement and development program that acquires and allocates the necessary human, financial and infrastructure resources to match The Citadel's vision.





LOE 5 | COMPLIANCE AND RISK ASSESSMENT/MITIGATION

SUPPORTED BY VP AREAS:

Commandant of Cadets | Director of Athletics | Provost | VP for Communications & Marketing
VP for Finance & Business | SVP for Operations & Administration

COMPRISED OF **7** STRATEGIC INITIATIVE (SIs):

SI 1 | SI 2 | SI 4 | SI 5 | SI 6 | SI 7 | SI 8



IMPLEMENTED INTEGRATED CAMPUS MASTER PLAN¹⁸

Another highlight from FY 2016 is the implementation of the integrated Campus Master Plan which utilizes asset management data to inform decisions on capital construction projects and deferred maintenance expenses. In FY 2015, the Citadel developed a comprehensive 25 year funding strategy to address deferred maintenance issues around the Citadel campus that will provide a predictable funding requirement to maintain the Citadel's facilities and infrastructure. As such, **LEAD Objective 5.4, decrease campus-wide deferred maintenance**, tracked a 30% improvement in the Strategic Planning and Performance Dashboard last year.

A key campus improvement in FY 2016 was the **relocation of the laundromat** from its old location to the laundry space behind Murray Barracks. This joint project between the VP for Finance & Business and the SVP for Operations & Administration now provides the campus with access to 12 energy efficient washers and 12 energy efficient dryers open for business 24 hours a day, seven days a week for cadets' coin-laundry needs. The updated laundry facility comes after a \$565,000 renovation and is complete with video surveillance in order to provide students with a secure means of cleaning laundry. Cadet laundry services are included in tuition and laundry bags can be dropped off at Laundry Services, but now cadets have the option to get that fresh, out-of-the-dryer feel and smell around the clock. The renovated facility is the answer to **cadet requests for needing a quick and simple laundry solution**.



IMPROVED ATHLETIC FACILITIES¹⁹

Enhancing and improving the Athletic facilities remains a strong priority within the LEAD plan. In FY 2016, the Director of Athletics obtained **final approval for the Athletics Master Plan** from the College's governing authorities (VP's, President, ELD, SVG, etc.) by securing a Strategic, Vision and Governance Committee (SVG) recommendation to the Board of Visitors (BOV) for the incorporation and approval of the plan into the overall Campus Master Plan. This will raise the priority of Athletic facilities to that of other assets within the integrated Campus Master Plan and coordinate efforts to manage the facilities' lifespans. In terms of improving the **football practice field**, the College obtained cost estimates for its replacement, as well as resurfacing the **Wilson track** during FY 2016. Additionally, at the end of last year, the Citadel had secured a verbal indication that a donor is available to assist with the field. Looking forward, athletics is a key focus in the newly-developed Strategic Financial Plan, as well as in the Foundation's Memorial Fund fundraising activities. The campaign aims to raise \$25 million to support the athletics' programs and increase its financial independence.

FOSTERED A CULTURE OF CONTINUOUS IMPROVEMENT THROUGHOUT THE CAMPUS COMMUNITY²⁰

During FY 2016, the **Office of Institutional Compliance (OIC)** to Prevent and Detect Illegal or Unethical Activities presence across the campus was strengthened when it conducted a review and conversion of the Title IX Council charter to College policy in order to build a **robust Title IX program**. The team worked with the General Counsel to provide Title IX Investigator training to requisite staff and faculty. These steps should increase awareness across the campus for child safety and compliance. Additionally, the OIC continued the enforcement of the Protection of Minors policy by preparing and coordinating with Provost, Commandant and Athletics 32 program packages. Of the 32 programs, 12 were audited by the Child Protection Officer (CPO), thus 38% of the FY 2016 programs were audited.

¹⁸ LEAD Objective 5.4

¹⁹ LEAD Objective 5.3

²⁰ LEAD Objective 6.1



SNAPSHOT

NO ORDINARY BOOKSTORE: CITADEL BOOKSTORE GM RECOGNIZED FOR LEADERSHIP

Citadel Bookstore general manager, Andy Beckwith, received the 2016 Campus Leadership Award from Barnes & Noble, Inc. The company annually recognizes an outstanding store manager from each of their 5 national territories.

At the Citadel, the role of the bookstore is especially crucial to not only the academic success of the cadets, but also as a reflection of the kind of military life the College exemplifies. Andy was featured and cited for the many modifications to a traditional bookstore model he made to ensure the cadets had the supplies (i.e. shine cloths) and other tools needed for success. Many times, this required manual solutions and work-arounds to the traditional role of the GM and his staff.

“In 2010, we went from a self-managed bookstore to an operation managed by Barnes & Noble College, and since then, the relationship between the Citadel and the bookstore has just grown stronger,” explains Col. Tom Philipkosky, Senior Vice President of Operations and Administration, “and that’s because of the leadership of Andy Beckwith.”



To accommodate these kinds of requirements, the store has to prepare their operations with military rigor. Understanding the requirements has been crucial to the success of the bookstore. Col. Philipkosky cites Beckwith’s outreach to the various constituencies that make up the Citadel as part of the bookstore’s success on his campus, “Andy’s focused on taking care of the alumni, cadets, faculty, staff and prospective students — he takes care of all of that — and working with him is just inspiring for me,” he adds.

Reproduced from an article at <http://next.bnccollege.com/citadel-bookstore-2/> and <http://www.citadel.edu/root/citadel-bookstore-gm-recognized-for-leadership>.

²¹ LEAD Objective 5.8

ENHANCED THE TECHNOLOGY WORKFORCE²¹

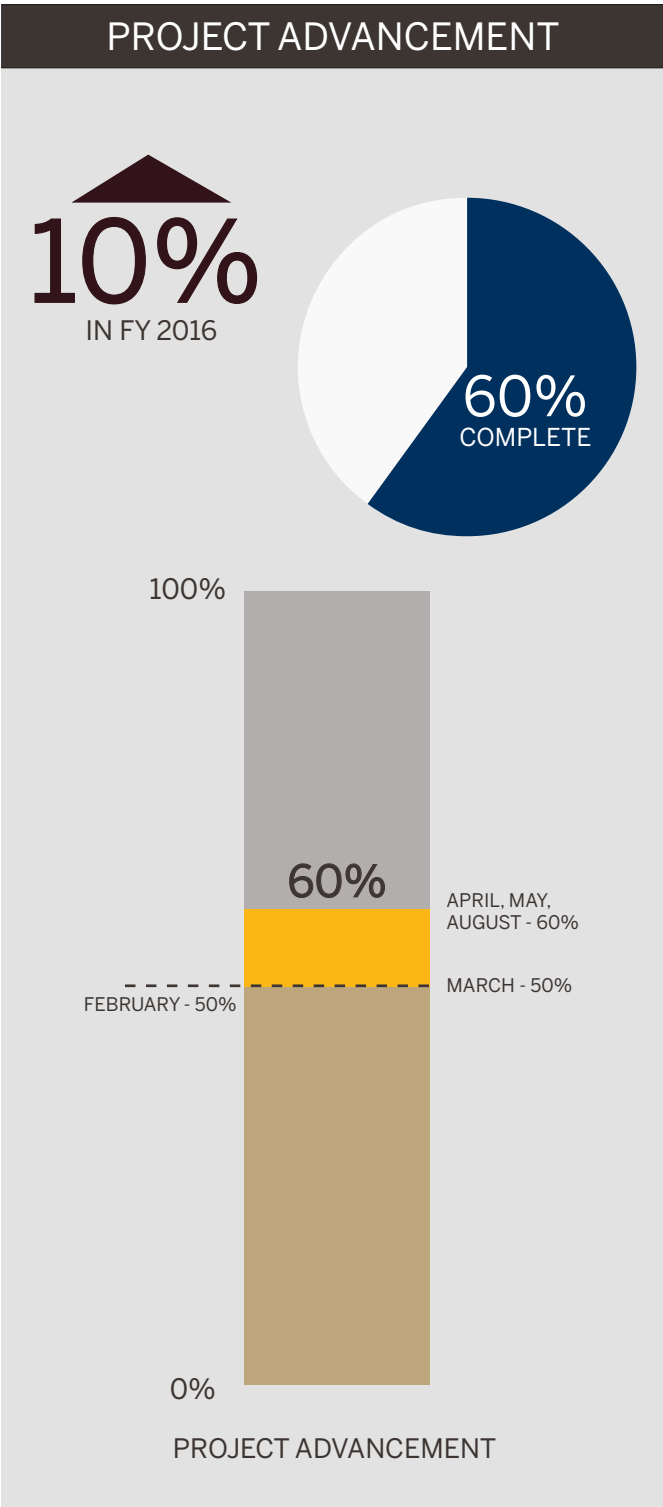
Significant improvements of 50% were recorded in FY 2016 toward enhancing the technology workforce by **hiring a Technology Specialist**. This addition to the Information Technology Services team has advanced the adoption of enterprise-wide Banner applications and speed efficiencies into campus processes which will be carried out in FY 2017.

²² LEAD Objective 5.5

In FY 2015, the **Cadet Information System was enhanced**²² when the new comprehensive Cadet Information and Accountability System (CAS) replaced multiple obsolete independent systems utilized by various functions across campus. However, the new system implementation that was started in FY 2015 faced implementation challenges. In FY 2016, these initial roll-out challenges were addressed toward bringing it operational in SY 15-16. During this time, staff reviewed the tool as a “model” and noted areas of ongoing improvement. They also enhanced features of the system to support the development to Leadership Experiential Transcript. This resulted in tracking a 22% project advancement in the Strategic Plan Dashboard during FY 2016. Looking forward to FY 2017, full implementation is expected to be achieved.



LOE 5: *Ensure compliance with external regulatory requirements, assess and mitigate risk.*





LOE 6 | TEAMWORK FOR VISION, STRATEGY, POLICY & GOVERNANCE

SUPPORTED BY VP AREAS:

Commandant of Cadets | Director of Athletics | Provost
VP for Finance & Business | SVP for Operations & Administration

COMPRISED OF **1** STRATEGIC INITIATIVE (SI):

SI 7





ENHANCED DIVERSITY MESSAGING AND EFFORTS

Diversity remains a priority at the Citadel, both from **recruiting a diverse cadet and student population**²³ to **recruiting and retaining a diverse faculty and staff**²⁴. In order to address the fostering of a diverse community across the campus, the Diversity and Inclusion Council was formed. This council sought to identify new and enhanced opportunities within the community, and across campus, that would support areas of collaboration in ensuring diversity outreach initiatives are cultivated both internally and among the Charleston community. The Council's mission is "To create and support a culture of equal opportunity where the personal and professional growth and advancement of every individual is valued and strengthened."

During FY 2016, the Council partnered with the President's Taskforce on implementing diversity messaging and projects across campus. The Council also presented **a set of taskforce recommendations** to the VPs for approval, support and funding in FY 2017. One of these recommendations included the introduction of **diversity workshops** which will begin in FY 2017. These workshops will be a full-day experience during which participants will get to know themselves and others in the first step towards developing leadership skills in diversity.

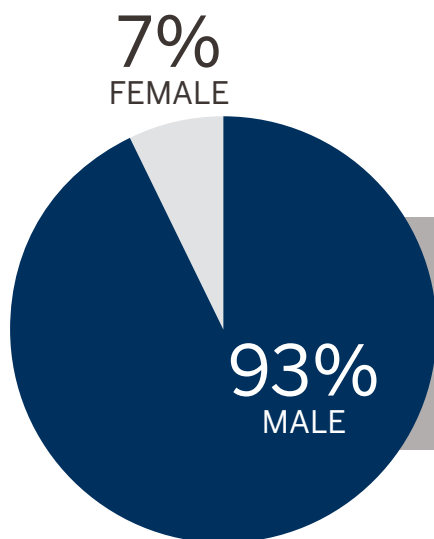
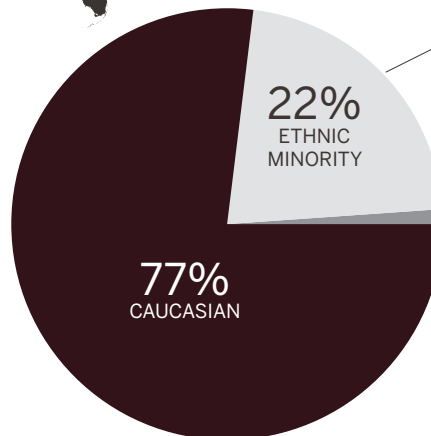
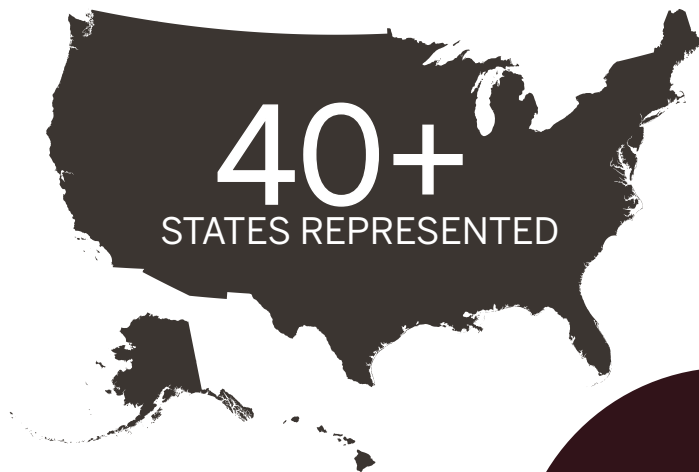
For example, during each workshop participants will be asked to:

- identify information and misinformation that people carry about various social identity groups;
- identify and express pride in groups to which they belong;
- learn how other groups experience mistreatment;
- learn the impact of specific incidents of discrimination and
- learn to interrupt prejudicial jokes, remarks and slurs.

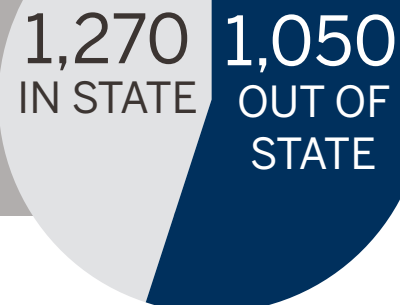
²³ LEAD Objective 4.4

²⁴ LEAD Objective 7.1

DIVERSITY IN FY 2016



TOTAL CADET
POPULATION
2,300



Diversity in ATHLETICS

INTERCOLLEGIATE
ATHLETIC TEAMS
16

7 WOMEN'S TEAMS
6 MEN'S TEAMS

50%
OF FEMALES

*Approximately
50 percent of
female cadets are
intercollegiate athletes.*

25%
OF MINORITIES

*Approximately
25 percent of
minority cadets are
intercollegiate athletes.*

CLUB TEAMS
8

1 WOMEN'S TEAM
6 MEN'S TEAMS
1 COED TEAM



SNAPSHOT

FEMALE STUDENTS MAKING STRIDES IN CADET LIFE: THE 20TH ANNIVERSARY OF WOMEN AT THE CITADEL

In 1995 Shannon Faulkner became the first woman to enter the Citadel. Today at the Citadel, women are fully a part of cadet life. They are members of every company in the Corps, can be found in classrooms throughout campus and hold high-ranking leadership positions within the Corps.

More than half of them participate in varsity sports. They enter the Citadel with higher grade-point averages than their male peers. They graduate at higher rates and are less likely to drop out, too. Research from the Multi-Institutional Survey of Leadership shows women graduate from the Citadel with increased resilience, confidence and leadership skills.

“The model works,” said Dr. Connie Book, The Citadel’s first female provost and dean. “And it’s really powerful to witness it.”

Today, 183 undergraduate females are enrolled at the Citadel, representing eight percent of the Corps. The Citadel would ideally like to raise female enrollment to 15 percent of the undergraduate population, Book said, equal to the percentage of women in the U.S. military. To compete for female applicants interested in a military career, the administration employs more than 10 admissions and athletic professionals whose jobs are dedicated to recruiting women to campus.

“We understand that this kind of education is not for everybody,” said Associate Director of Admissions Lisa Lugo, a 2002 Citadel graduate from Texas who applied to the College on a dare. “We’re still making history and there are many opportunities to do that.”

Take Bailey Richardson, a freshman biology major from Aynor, the first woman to win the Star of the West Undergraduate Scholarship, the Citadel’s most prestigious award. Her father, Joey Richardson, graduated from the Citadel the spring before Faulkner



BY THE NUMBERS

WOMEN AT THE CITADEL

75%

WOMEN GRADUATING IN FOUR YEARS
(67% of men graduate in four years)

3.06

AVERAGE GPA FOR FEMALE FRESHMEN LAST FALL
(Average male freshman GPA was 2.89)

183

WOMEN ENROLLED AT THE CITADEL IN 2016
Including record 68 freshmen, up from 53 women, including 30 freshmen in 1998.

enrolled. Back then, he admits, he was one of many cadets who opposed women’s integration. He still has the bumper sticker and T-shirt to prove it.

“I think time changes everything,” he said.

His daughter agreed.

“Girls have been here for 20 years. I feel like those feelings have kind of passed,” she said. “I just want to prove myself to my company. Just because I’m a girl doesn’t mean I can’t do anything.”

At the time of this publication, the College named its first female drum major in the military college’s 174-year history, Hunter Crawley. Crawley, is a sophomore at the Citadel and will lead the Regimental Band, which is composed of about 80 musicians. Another drum major leads the school’s Regimental Pipe Band, made up of about 35 to 40 pipers and drummers. Together, the two drum majors lead the full band. The announcement came shortly before the start of the academic year, which is the 20th anniversary of women being admitted to the Citadel.

“Women have been here for 20 years, but there are still some positions that haven’t been touched by women yet. I hope that I can be a role model and show that anything is possible,” Crawley said. “It’s hugely important. I’m super happy to have this addition, if not just to be able to show girls, and guys below me, that it can be done by anyone.”

Reproduced from an article at <http://www.thestate.com/news/local/education/article101500187.html> and <http://www.postandcourier.com/20160827/160829498/20-years-later-women-continue-to-make-history-at-the-citadel>.

SNAPSHOT



FACULTY HONORED FOR EXCELLENCE, INNOVATION AND SERVICE

The Citadel remains steadfast in recruiting and retaining some of the nation's brightest minds and top talent in higher education. During FY 2016, numerous Citadel staff and faculty were honored for their talents and contributions to the College's leadership and academic goals. Highlighted below are some of FY 2016's notable winners:

FACULTY EXCELLENCE AWARDS AND SPOTLIGHT AWARDS

Nine Citadel faculty members were honored for their contributions to scholarship, teaching and service. The fourth annual event highlighted the accomplishments of the Citadel's dedicated faculty who showcased innovative teaching in the graduate and undergraduate colleges, creative scholarship and research projects and dedicated service to the Citadel community. The recipients of the Excellence Awards will receive \$2,000 and the recipients of the Spotlight Awards will receive \$500 thanks to The Citadel Foundation.²³

TOP 100 WOMEN IN STEM

Holly Bevsek, Ph.D., professor and head of the Citadel Department of Chemistry was selected as a recipient of the Insight Into Diversity magazine's 100 Inspiring Women in STEM Award for 2015. The recognition honors women who work to make a difference in the fields of science, technology,

engineering and mathematics (STEM). Bevsek's work at the Citadel centers strongly on leading undergraduate and graduate level student research. Her research interests are in the area of atmospheric chemistry, reactions of small molecules within carbon nanotubes and chemical education. She has received funding from the Henry and Camille Dreyfus Foundation, the South Carolina Space Grant Consortium and The Citadel Foundation.²⁴

INAUGURAL CLASS OF AASCU EMERGING LEADERS PROGRAM

The American Association of State Colleges and Universities (AASCU) recently announced the 25 candidates selected to participate in the inaugural class of AASCU's Emerging Leaders Program (ELP). Citadel history professor, Joelle Neulander, Ph.D. was among those selected from colleges and universities across the U.S. In addition to strengthening and enhancing leadership skills, participants in the Emerging Leaders Program will have the opportunity to engage in a national dialogue with experienced leaders and experts in higher education and to develop a network of colleagues from across the country. The program includes opportunities for hands-on practical exercises, a leadership self-assessment and the development of a plan designed to help participants achieve their leadership goals.²⁵

2016 GUGGENHEIM-LEHRMAN PRIZE IN MILITARY HISTORY

New evidence uncovered by one of the Citadel's history professors about what is described as one of North America's most consequential battles, is helping Dr. David Preston earn his own place in history. Preston, the College's Westvaco Professor of National Security Studies, teaches cadets, many of whom are military officer candidates, about U.S. military history and early American history. His second book, **Braddock's Defeat: The Battle of the Monongahela and the Road to Revolution**, published by Oxford University Press in July of 2015, has earned six awards in the first year as well as dozens of positive reviews. The prestigious Guggenheim-Lerhman Prize (\$50,000) is an international competition, first established in 2013. His other awards include: *Finalist, 2016 George Washington Book Prize, *Winner, 2016 Distinguished Book Award in U.S. History, *Society for Military History*; *Winner, 2016 Distinguished Book Award, *Society of Colonial Wars*; *Winner, 2016 PROSE Award for U.S. History Category, *Association of American Publishers*; and *Winner, 2015 Judge Robert Woltz History Award, *French & Indian War Foundation*.²⁶

INAUGURAL ALL-SOUTHERN CONFERENCE FACULTY TEAM

Dr. Scott Buchanan received the unique honor of being named to the inaugural All-Southern Conference Faculty Team by the Southern Conference. One faculty member from each college in the conference was named to the honorary "team" in January, 2016, for demonstrating service to the institution, proven records of high scholastic achievement among their students and demonstrating leadership in their area of interest.²⁷

2016 YOUNG CIVIL ENGINEER OF THE YEAR AWARD

Professor Mary Katherine Watson, Ph.D. received the 2016 Young Civil Engineer of the Year Award presented by the American Society of Civil Engineers (ASCE) South Carolina section. This award is given annually to the most



outstanding engineer under the age of 35 in the state of South Carolina. She was also the recipient of the 2016 ASCE ExCEED New Faculty Teaching Award which is given annually to recognize outstanding teaching, scholarship and service from a "new" member of faculty with less than 5 years of full-time teaching experience.²⁸

2016 LETELLIER CUP

Professor Dennis Fallon, Ph.D. received the LeTellier Cup presented by the ASCE South Carolina section. This award is given only to a few educators for their outstanding lifetime contribution to the profession of civil engineering. He also received the George K. Wadlin Distinguished Service Award from the civil engineering division of the American Society for Engineering Education. This award is given annually to recognize long-term dedicated and outstanding service to the organization and industry.²⁹

GERALD R. SEELEY AWARD FROM THE ASEE CIVIL ENGINEERING DIVISION

Professor Simon Ghanat, Ph.D. received the Gerald R. Seeley Award from the American Society for Engineering Education (ASEE) Civil Engineering Division. It is awarded annually for the best paper from a "new" faculty member.³⁰

²³ Reproduced from an article at <http://www.citadel.edu/root/faculty-awards-2015>.

²⁴ Reproduced from an article at <http://www.citadel.edu/root/head-of-the-citadel-department-of-chemistry-named-one-of-top-100-women-in-stem>.

²⁵ Reproduced from an article at <http://www.citadel.edu/root/citadel-history-professor-named-to-inaugural-class-of-aascu-emerging-leaders-program>.

²⁶ Reproduced from an article at <http://www.citadel.edu/root/citadel-historian-making-history-of-his-own-with-braddocks-defeat>.

²⁷ Reproduced from an article at <http://www.citadel.edu/root/socon-s-first-all-southern-faculty-team-includes-department-of-political-science-leader>.

²⁸ Reproduced from an article at <http://www.citadel.edu/root/engineering-faculty-recognized-for-excellence-by-industry-organizations>.

²⁹ Ibid.

³⁰ Ibid.

EXPANDED EFFORTS TO RECRUIT AND RETAIN TOP TALENT³¹

In terms of recruitment efforts, employee retention and staff salary alignment and competitiveness; great strides were made by the College during FY 2016. In FY 2015, the Citadel procured a new Applicant Tracking System and Performance Management System (ATS/EPMS) system to ensure the College is recruiting at a professional level and providing effective employee feedback for retention purposes. The **Applicant Tracking system went “live” in February, 2016** and provided the Citadel with the first step in ensuring **potential applicants will receive better branding and onboarding information**. Additionally, the College’s Human Resources (HR) completed a full training program by PageUp consultants on all four modules. Plans for FY 2017 include the next modules, which will provide current employees with timely and accurate performance evaluations, as well as, improve the professional development tracking of staff.

Salary inequities were addressed through a new salary study in FY 2015. The first step of the study included faculty and staff completing an education and experience assessment to determine their backgrounds for comparison purposes. (This survey was completed by roughly 75% of employees on campus.) The data was compiled in electronic format and profiles of the current workforce created. Sibson Consulting, an outside contractor, was procured to provide guidance and oversight to the data collection. In FY 2016, the College **completed its compensation philosophy for the initial phase of the study**. This included addressing how to bring those under \$50k into parity. The College is committed to implement the salary study findings to ensure that the compensation practices of the Citadel are equitable and externally competitive. Those over \$50k will be addressed in the winter of FY 2017.

Also in FY 2016, the Citadel increased its effort to create **leadership opportunities for the staff**³² and to maximize **leadership development across the campus**³³. Four Senior, non-commissioned Officers were hired to be Senior Enlisted Advisors to the Battalion TAC Officers. To begin creating a **Leadership Development Program (LDP) for the Citadel** staff, the College refined and improved the Commandant Department’s summer training program by identifying workshop topics, recruiting SME workshop speakers, securing funding and drafting a leadership summer schedule. Additionally, the Citadel conducted **consensus-building meetings** led by the Provost and Commandant to work towards creating a forum to bring the staff and faculty together to ensure alignment on leader development and education. Finally, the Citadel Training Manual was revised last year and distributed (digitally) to all faculty and staff.

In terms of **staff recognition**, the College honored nine faculty members for their contributions to scholarship, teaching and service; part of the fourth annual Citadel’s Faculty Excellence Awards.

³¹ LEAD Objective 7.1

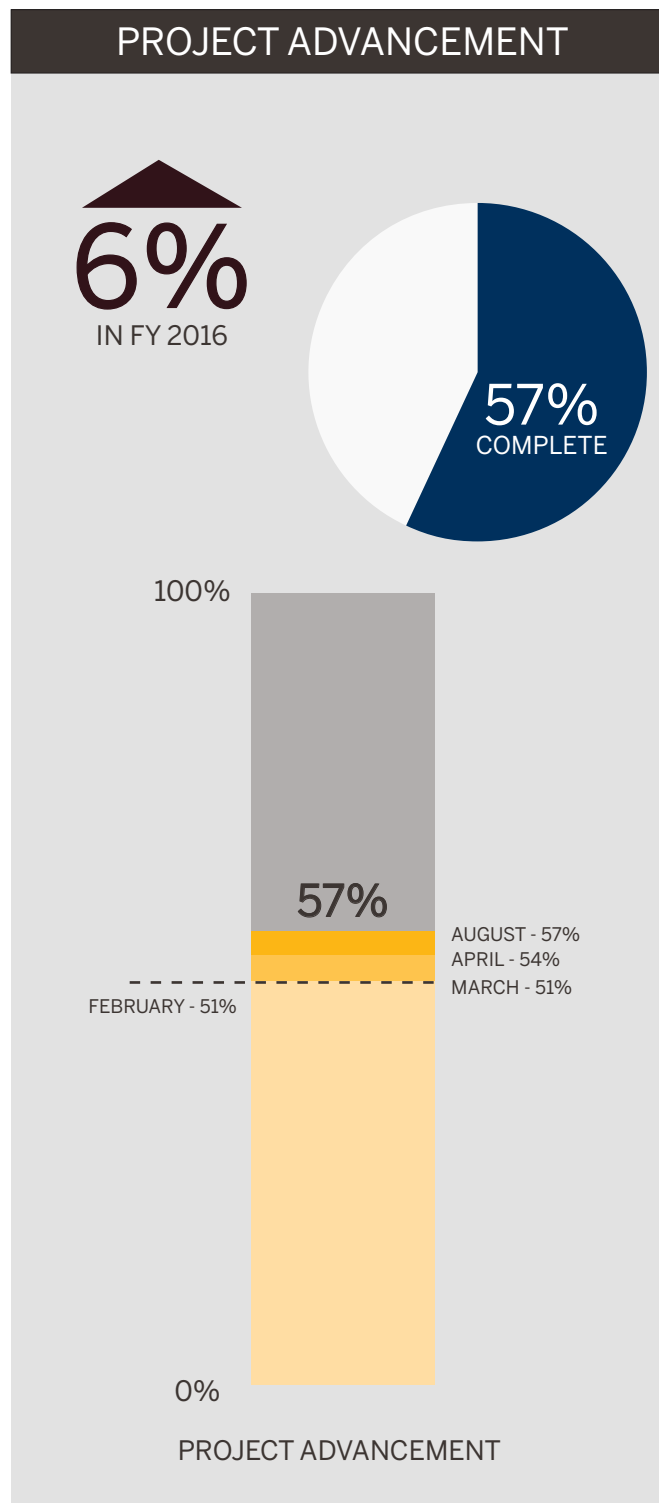
³² LEAD Objective 7.3

³³ LEAD Objective 7.2





LOE 6: Build a Citadel team that understands the vision, collaborates to develop supporting strategy and policies and cooperates to attain the desired outcomes and end state.







**THE
CITADEL**
THE MILITARY COLLEGE OF SOUTH CAROLINA

WWW.CITADEL.EDU

171 Moultrie Street
Charleston, SC 29409
843-225-3294

OCTOBER 2016